

16 FEB 1978

SUPERGRADE PROMOTION CEREMONY

Heart organization -- people

All walks stations

Org truly depends on how all:

(1) perform up to best

(2) teamwork

But is

Fact -- especial responsibility

senior -- encourage best performance and stimulate teamwork

Hierarchy continuum

some explicit

almost all -- arbitrary

prestige line

quite arbitrary

Col -- Gen

Plant Mgr -- VP

Us --

Everyone -- Supergrade

STATINTL

Today honored [redacted] individuals

Small -- distinguished circle

STATINTL

Including [redacted] entered for first time

Want congratulate all

Standards not easy

3 % available were selected

I am

Dedicated -- reasonable

opportunity to all super--

Not fluctuate widely

But -- no intent lower the standards -- lessening value of this precious coin of realm.

Each supergrade has and deserves its own unique respect --

To - 18s --

Have achieved virtually ultimate

Be pleased -- be proud --

Recognize that special responsibilities are yours

Your example means much more today -- few ahead
of you to whom others can turn to seek admiration,
guidance, hope.

To - 17s --

Most important recognition -- Proved yourselves as new
supergrades

Clearly been selected as candidates for top

No guarantee --

odds tough -- but future is yours
and responsibility --

To - GS-16s --

Particularly want to say a word --

Yes no great barrier — *distinction*

15/16

Continuum

3

But there is

a difference

You just do generate

> respect today

Just do shoulder >

resp --

I know I expect --

so do other superiors

Most of all -- you have entered sphere in which you must have
new vision, new perspectives, new breadth --

Wherever you worked yesterday, you don't work there today --

If you worked in (OSO) yesterday, (name),
today you work in OSO and the CIA.

Yes, you always did --

but today you are that much more an essential
link in the CIA; that much more a voice,
spokesman, example of this Agency.

You can no longer afford to think of yourself
as OSO and CIA --

You are the CIA and incidentally OSO,
because that's just how the outside looks
at you -- how your fellow supergrades look at you --
how top management looks at you.

Exchange - Represent
Yours is a great achievement -- a great - arbitrary -
symbolic barrier crossed --

Congratulations --

But yours is a great new responsibility too--

*Example - health
concern & Agency
Quater concern -
mitigating plus
Boulder in actions
impact Agency
EEO - Pipeline 1985 1995*

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Your shoulders had better be broad -- your stamina firm --
your courage resolute --

I expect a lot more of you today; the CIA expects
a lot more of you today; you would not be here if
we had any doubt that you would measure up --

Good luck.